

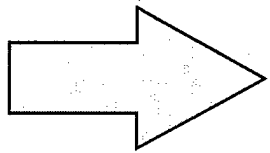


# **Building the 21<sup>st</sup> Century Air Force**

**Brig Gen John Harvey  
AF/XPX  
AFRC**

**18 Feb 98**

# My Briefing Plan

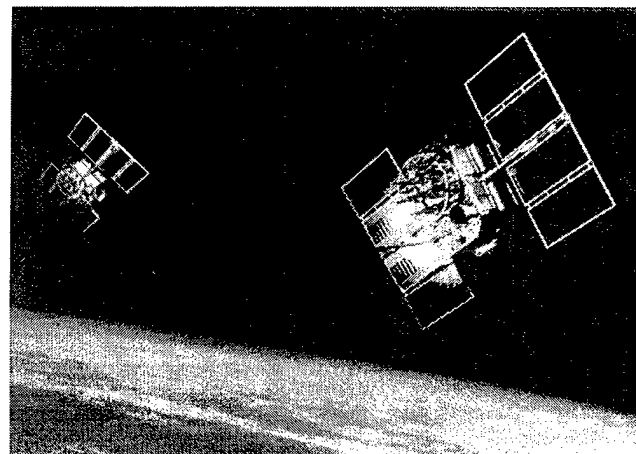
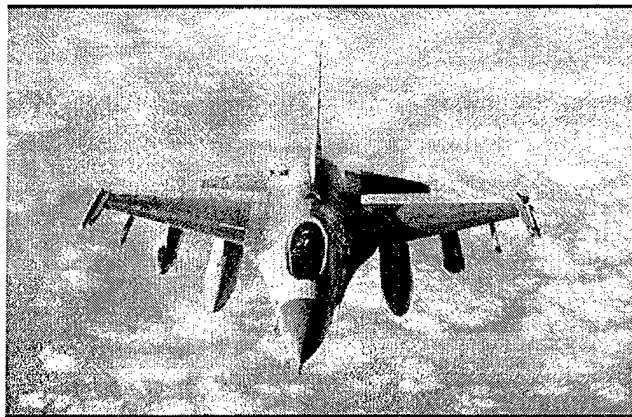


- The Air Force's Approach
- Building the Strategic Vision
- Implementing The Vision
- Path Ahead

# Integration of Air and Space

***Air Force will fully integrate air and space into all its operations as it transitions from an air force into an air and space force on its evolutionary path to a space and air force.***

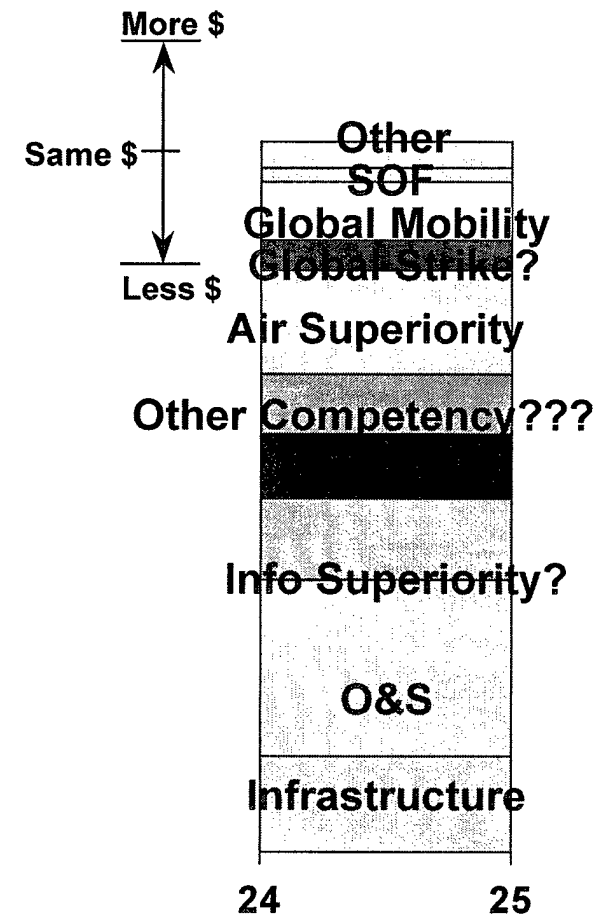
- Trained Operators
- Organized for Operations
- Seamless Ops and Sustainment
- Superior Stewardship



# First Step

## Determine Long-Range Strategic Priorities

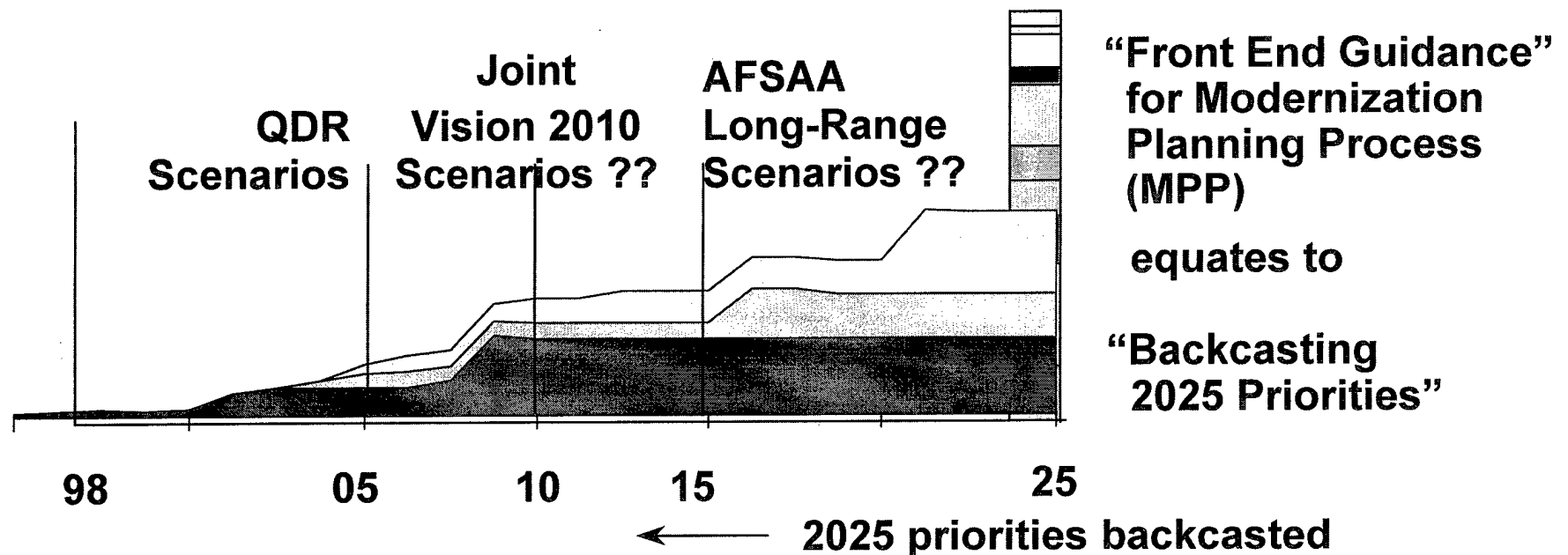
- Based on 2025 future planning
  - Future threats
  - Future missions
  - Future operating environments
  - Future of warfare
- Priorities - relative importance
- Major investment decisions
- 2025 Strategic Vision



# Second Step

## “Backcast” Future Priorities

- Determine near-term actions
- Provide midpoint guidance for operational requirements as illuminated in scenarios
- Identify key transition points--start R&D, sunset, opportunity points

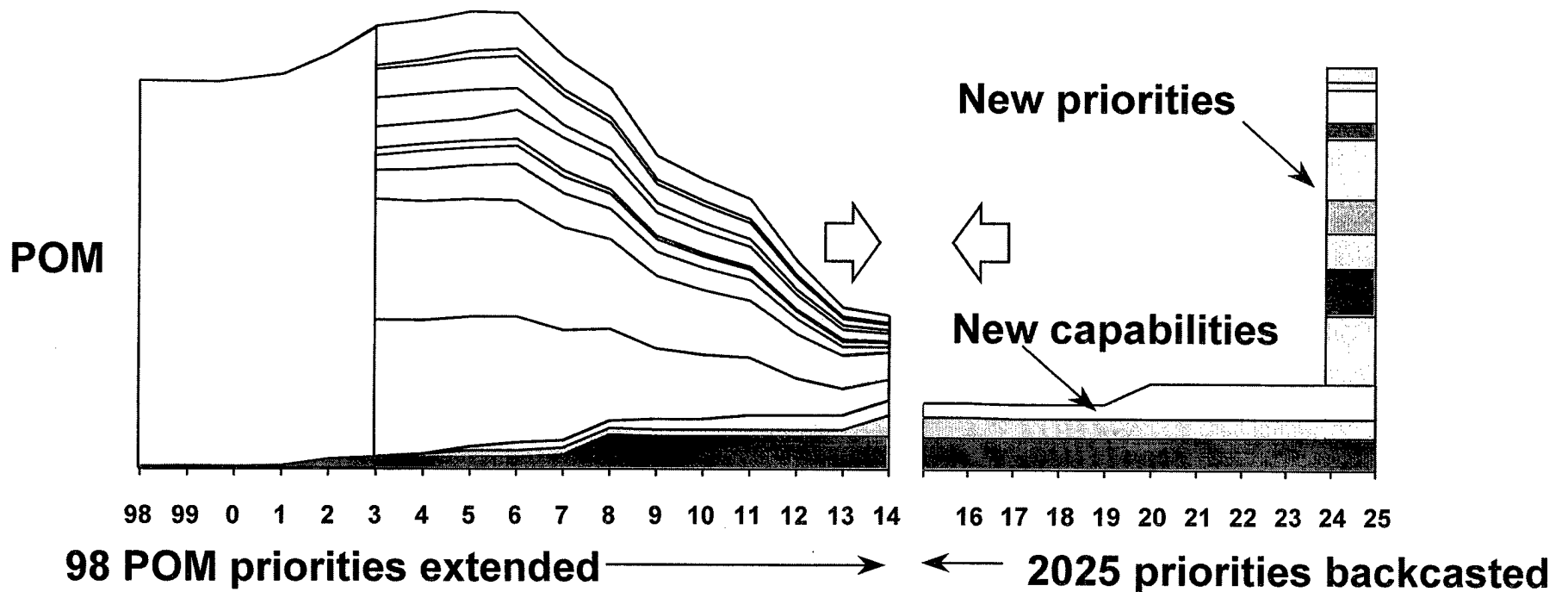


# Third Step

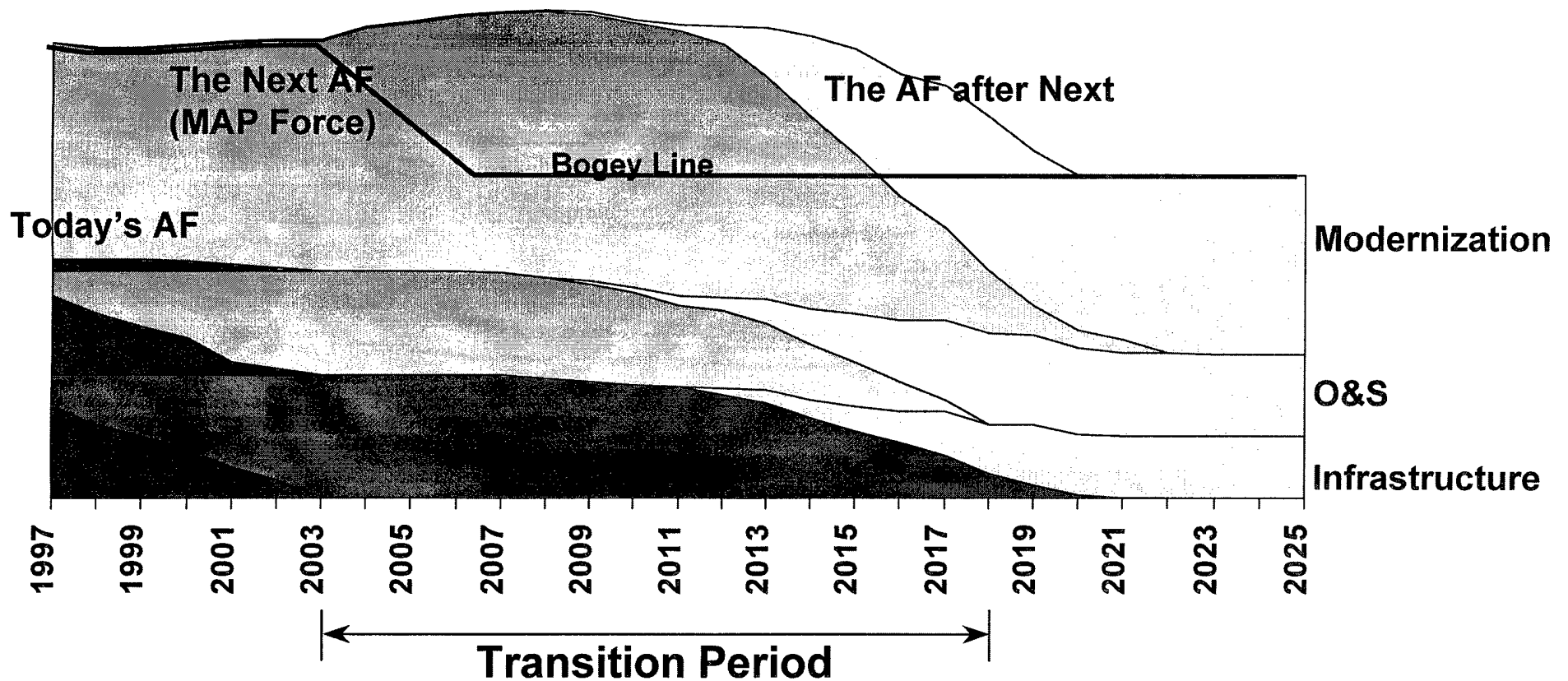
## Transition Planning

- MPPs focus on balancing midpoint operational requirements and investment plan for 2025 force

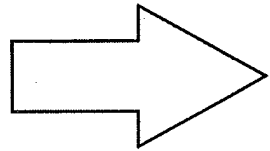
- Mid-point operational requirements
- Transition decisions
- POM impact



# The Transformation Challenge



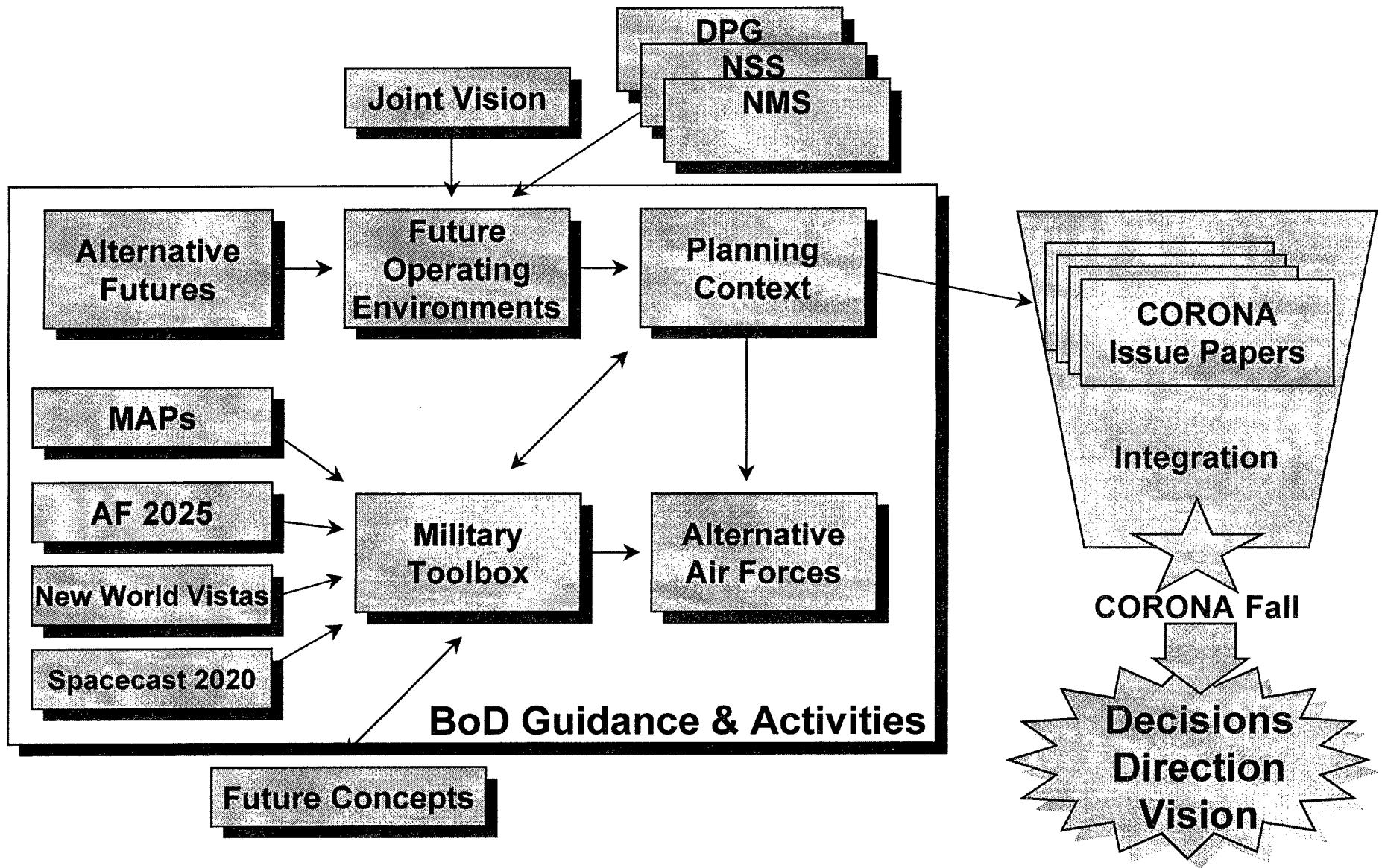
# Briefing Outline



- Underlying Philosophy
- Building the Strategic Vision
- Implementing The Vision
- Path Ahead



# Building the Strategic Vision



# Generating Strategic Decisions

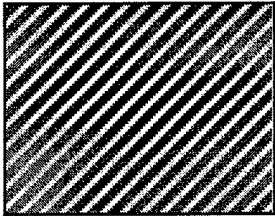
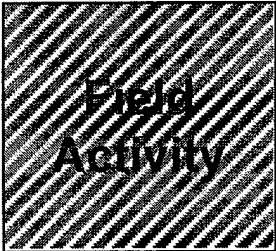
- CSAF created 3-Star Long-Range Planning Board of Directors in January 1996
  - Chaired by VCSAF; includes MAJCOM Vice Commanders and Air Staff 2-letters
  - Met almost monthly for full day from February to October
  - Reached consensus on key issues facing Air Force and identified menu of potential decisions
- CSAF set Fall CORONA agenda at June 1996 CORONA
  - NSC-type format for CORONA Issue Papers (CIPs)
    - Force options up, not recommendations
  - BoD panels managed preparation of CIPs
  - Corporately reviewed CIPs twice before CORONA

# CORONA Fall '96

*A historic CORONA (normally only two days long)*

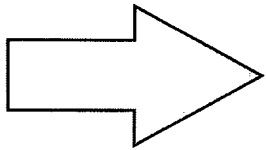
## Purpose:

**CORONA Issue Papers as Vehicles to determine Long Range Priorities  
Build New Strategic Vision**

30 Sep - 4 Oct	Mon 7 Oct	Tues 8 Oct	Wed 9 Oct	Thurs 10 Oct	Fri 11 Oct
CSAF Preparation	 Long Range Issues	Long Range Issues	Long Range Issues	Long Range Decision Review	Long Range Decision Review
				 Field Activity	CORONA ISSUES

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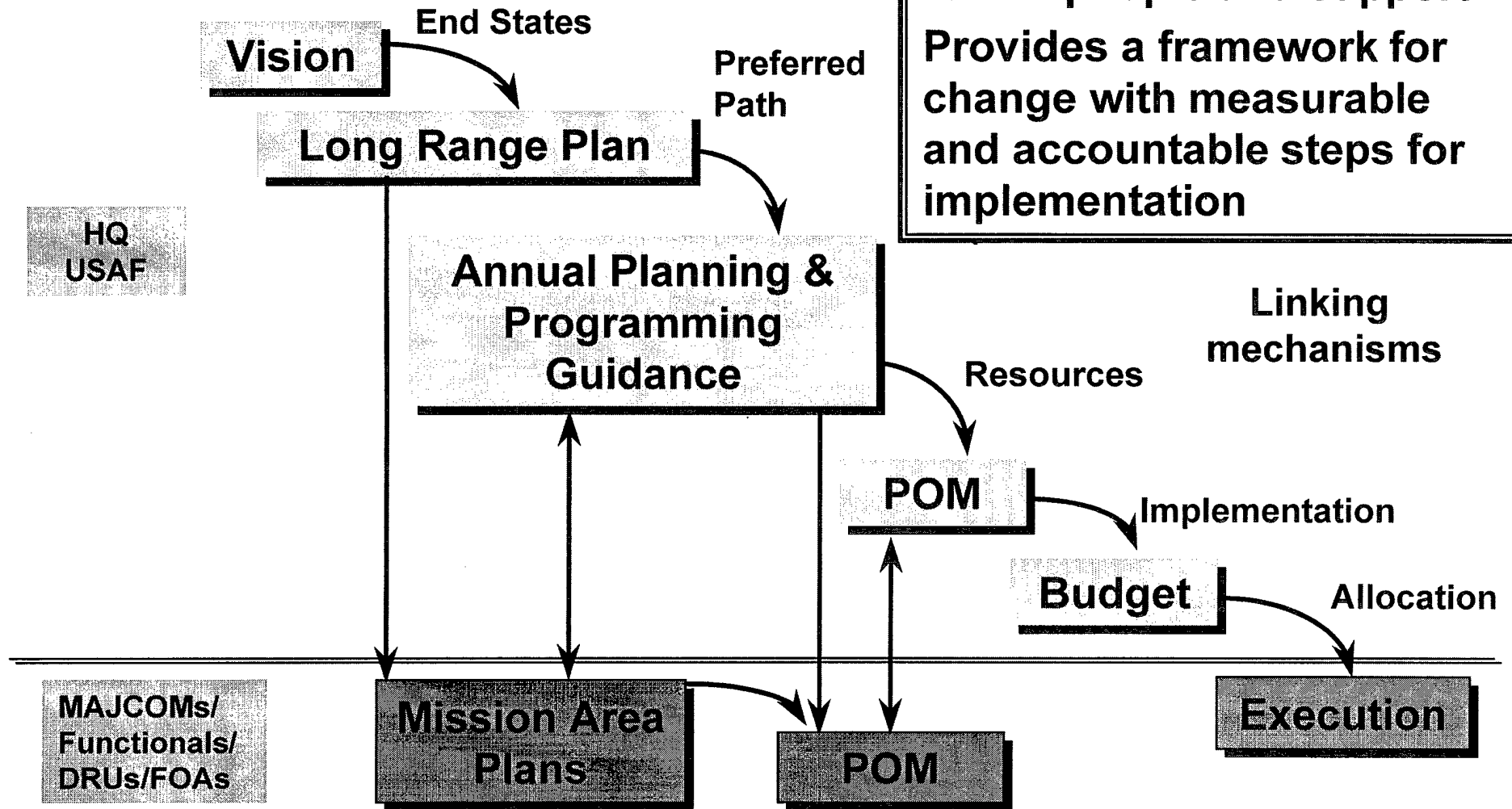


# First Big Steps During QDR

- CSAF: Long-Range Planning Process prepared Air Force intellectually for QDR; Consensus among leaders on where we want to go; Allowed us to implement the Vision during the QDR
- Greater efficiency to free up \$'s for recapitalizing the Force
  - Protected Service Modernization Accounts
  - Aggressive O&P Program = force structure reduction -
  - 381,000 AC —————> 339,000 AC; only 700 for RC
- CSAF provided new rationale for F-22
  - “3+2” proposal for Air Superiority/Strike F-22 wings
  - 3 Air Superiority Wings planned - F-22 variants considered for follow-on to F-117As and F-15Es

# Planning and Programming

Charts the path of change for AF people and support  
Provides a framework for change with measurable and accountable steps for implementation

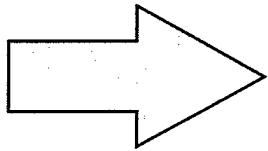


# The Long-Range Plan

- CSAF wanted new Strategic Vision to be “actionable”
- 16 Decisions at CORONA converted to 16 Directive Statements
  - Initial Actions: OPRs, Actions, Dates
  - Transition Points: Decision Point or Contributing Capability
  - End-State: Complete Capability achieved
- 42 End-State statements provide a fairly precise statement of corporate strategic intent

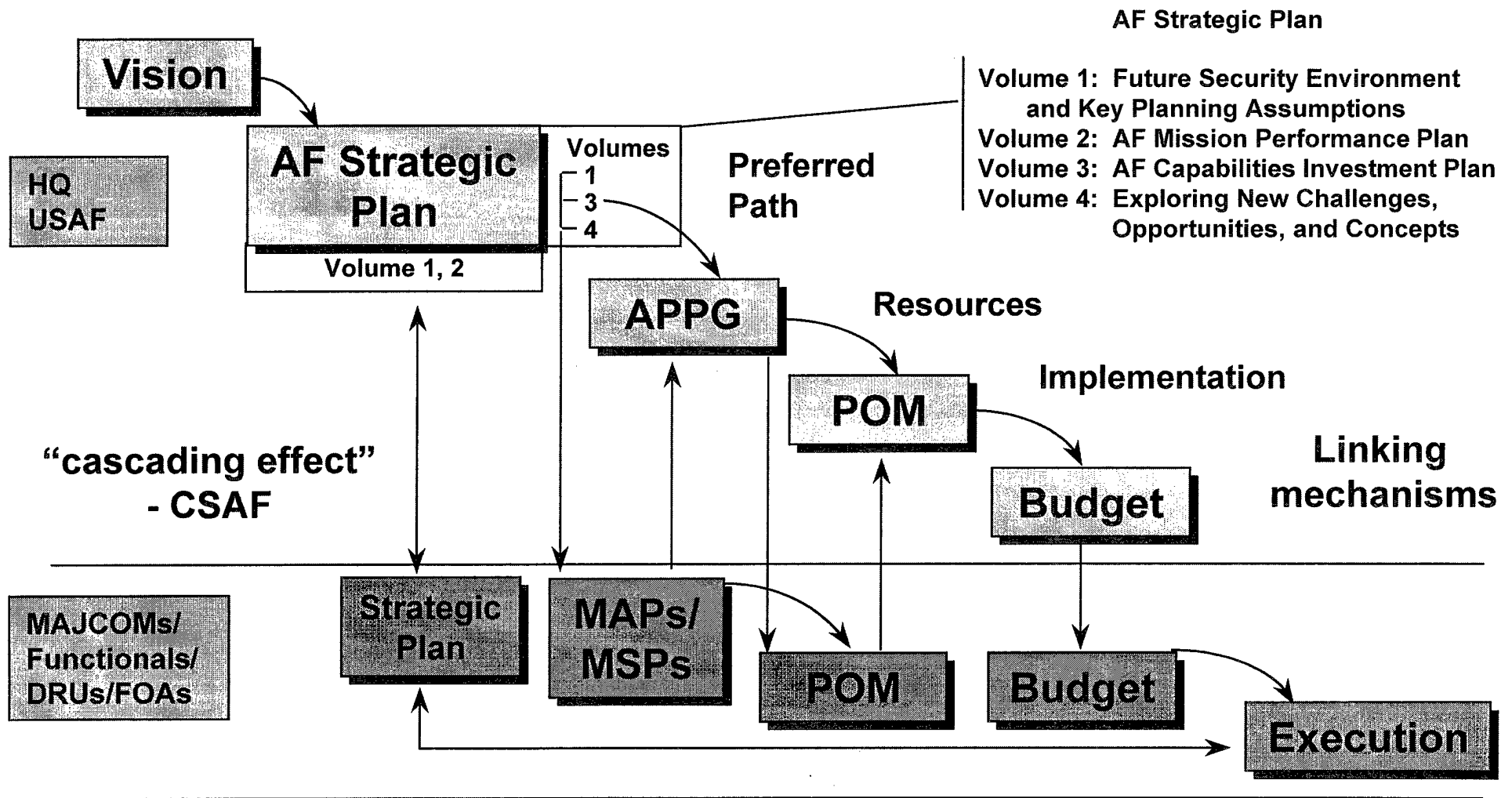
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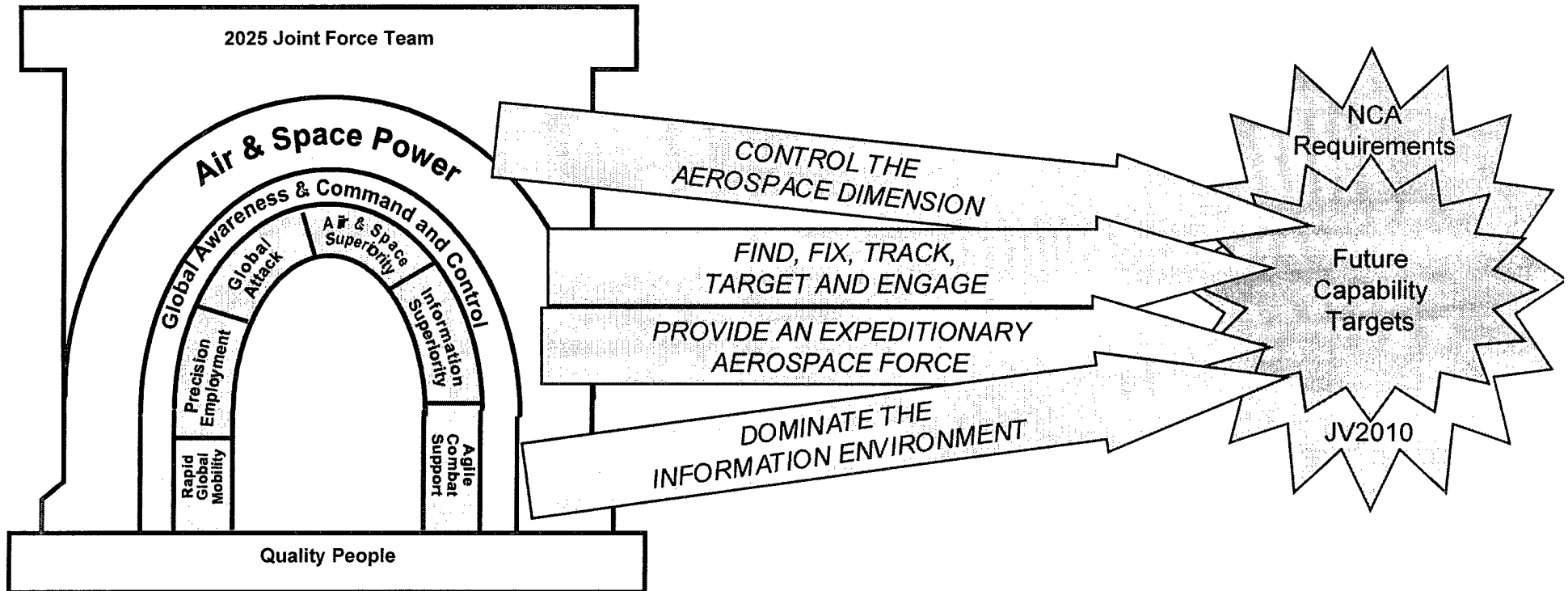




# Air Force Strategic Planning Process

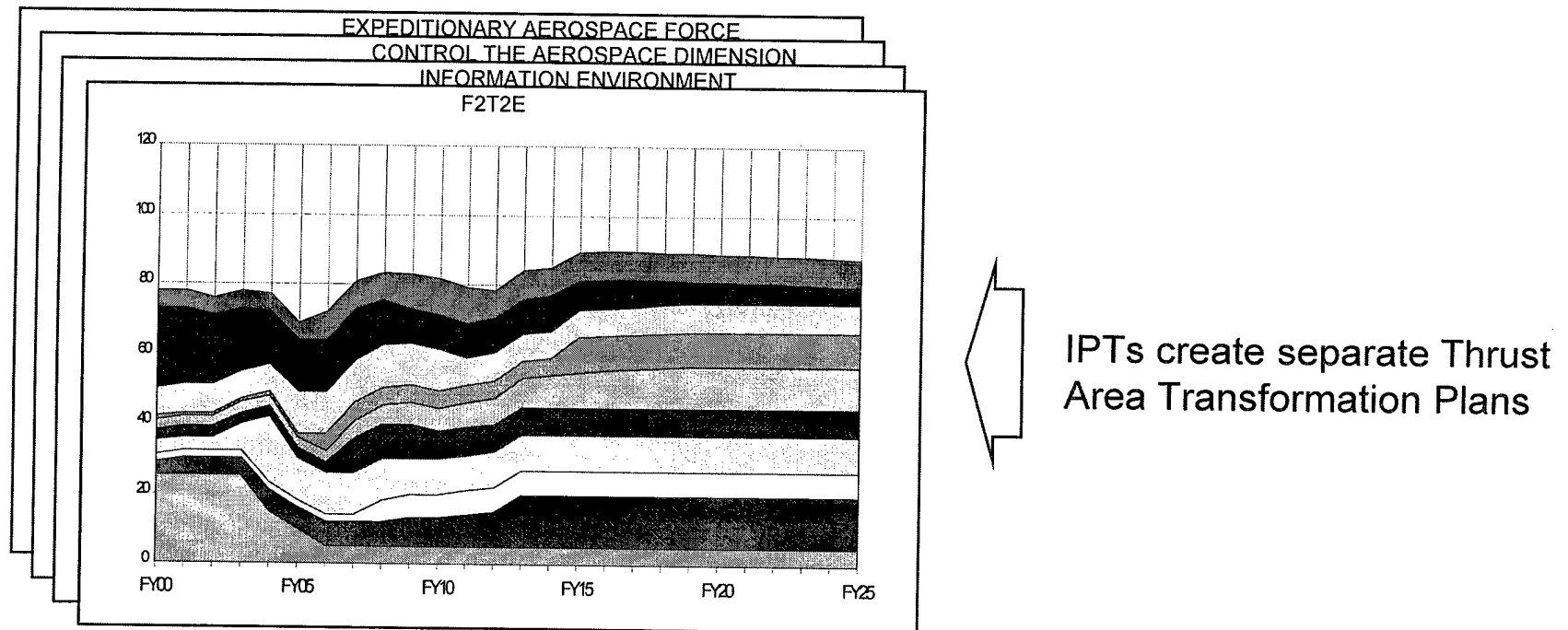


# Focusing Core Competencies on Building Critical Future Capabilities



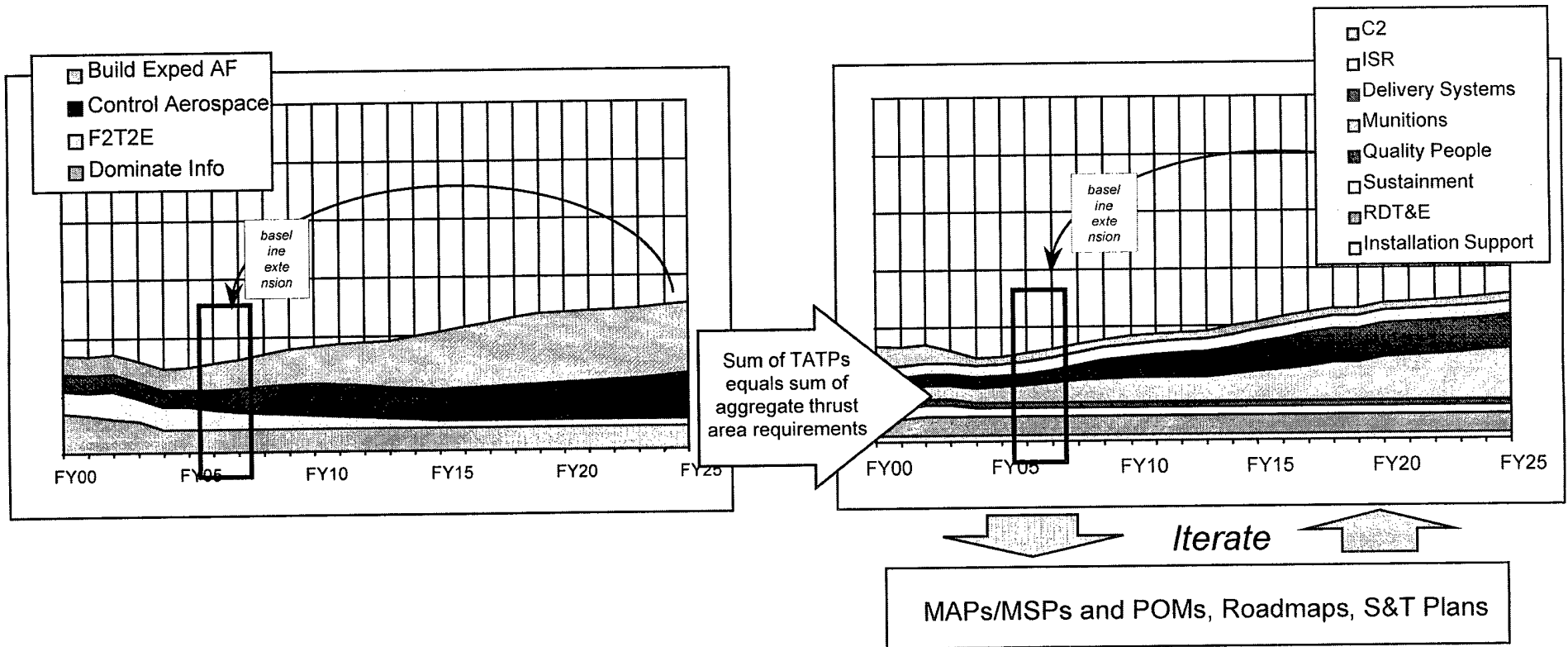
Thrust Areas provide a means to focus within and across core competencies to achieve highest priority future capabilities for the joint warfighter.

# Integrating Thrust Area Transformation Plans



- Just as functional requirements are integrated to achieve a Thrust Area Transformation Plan(TATPs), the TATPs must then be integrated.
  - Also requires a *corporate* process -- use the Air Force Group
- Results in prioritization and phasing of Thrust Areas to achieve capability targets.
- Will also drive the pace at which the Air Force migrates capabilities into space<sub>19</sub>

# Supporting Resource Allocation



- Aggregate thrust area requirements identify what is needed to achieve future capability targets.
- Allows Air Force Corporate Structure, planners and programmers to balance near-term and long-term requirements.

# Concluding Remarks

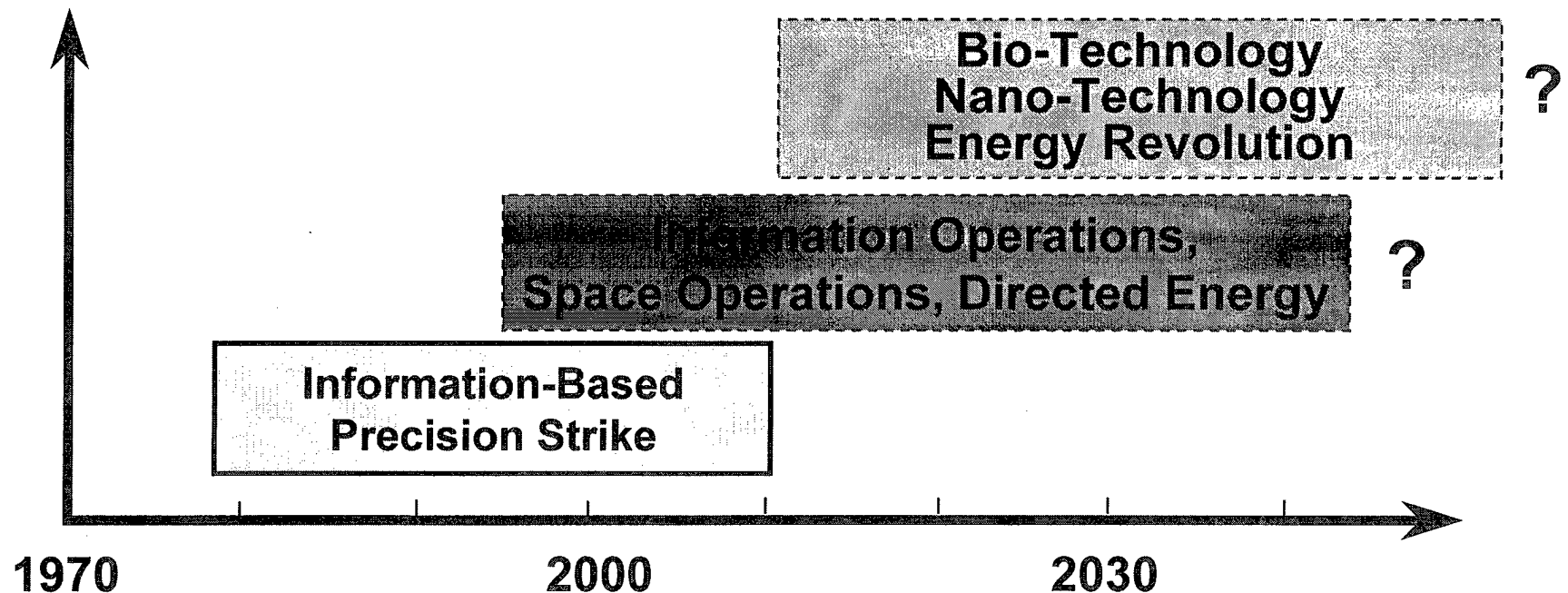
- Air Force implementing its new strategic vision
  - Revalidated our core competencies and strengthening them with relevant capabilities
  - Set a course designed to meet the needs of the future joint team
  - New structure for planning at senior and staff levels
- Goal: Changing to ensure that the 21<sup>st</sup> Century Air Force remains relevant to the nation's needs

# **Back-Up Slides**

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# Implementing the RMA

## ■ NOT ONE BUT SEVERAL RMAs



# Air Force on RMA GlidePath: PGM Analysis

